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Part IV

A. Comments re OVERSEAS RETURNEES

1. male age 33 2 years 3 months CIA experience GS-12 OTR

"Provision must be made for placing overseas returnees so that we will not have a continuation or recurrence of the deplorable "surplus" problem we have had for the better part of the past year."

2. male age 30 2 years 3 months CIA experience GS-9 DD/A

"The whole personnel problem, as I see it, is not in how to get the "stay at homes" to go overseas. The problem is how to get those of us who have been out to return or go to a new station. Many persons here have just returned and wish to get back to work in an overseas post, but lack of any prearranged thought of rotation keeps these persons standing around this city for months and sometimes years.

You people certainly know why this rotation cannot function perfectly but it certainly should be improved."

3. female age 35 1 year 5 months CIA experience GS-6 DD/P

"It now appears that too many competent people who have undergone training and proved themselves in their assignments, return from their field assignments to find themselves surplus to Hdqs. needs. I believe that the Career Service, as described, may remedy this situation. I certainly hope so."

4. male age 27 2 years 4 months CIA experience GS-5 DD/A

"The placing of employees returning from overseas positions."
[in explanation of why the Agency's Personnel Program is not adequate to the long range needs of the Agency, - ed.]

5. male age 33 2 years 7 months CIA experience GS-11 DD/P

"The complete lack of any program for the people returning from overseas is costing the agency an increasing number of experienced and competent men who are not and cannot be replaced. It also is causing a grave morale problem in those who elect to stay on."

6. female age 31 7 years 3 months CIA experience GS-11 DD/P

"It is true that the Agency is developing a long range personnel policy for the "Agency", but it still has a long way to go in developing long range personnel policy for the "individual". I have seen many a person return from the field with no knowledge of what his next assignment will be nor any prior planning on the part of the Agency for his placement. It seems to me that

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even before his departure or at least several months before his return that this matter be resolved. In other words, development of a smoothly operating assignment and rotation policy with responsibility specifically delegated to some component to insure this being done."

7. male age 34 2 years 9 months CIA experience GS-9 DD/P

"The reassignment to headquarters positions of overseas returnees (this includes unofficial as well as official cover personnel) is not functioning in many cases as such a program should."

8. female age 31 3 years 3 months CIA experience GS-9 DD/P

"The "rotation" program is far from adequate at the present time. In fact, it has reached the point where Hq. personnel are extremely reluctant to go overseas because, at the termination of their tour of duty, a position does not await them in Hq."

9. female age 38 7 years 1 month CIA experience GS-7 DD/P

"Rotation policy definitely needed. Also program to take care of overseas personnel returning to Hqs. for Hqs. assignment or another overseas assignment. Great deal of time is lost by personnel waiting for another overseas assignment. Very bad for morale to sit around doing casual jobs for months and waiting for an overseas assignment. Agency has lost many trained personnel due to the above situation. Much better to take care of available personnel who have been investigated and trained than to go out and hire new people to take the place of people who have become disgusted and have resigned from the Agency."

10. female age 32 6 years 6 months CIA experience GS-11 DD/P

"Utilization of skills of returnees from overseas." /In answer to "what suggestions do you have with respect to the personnel policy of the Agency" - ed.]

11. female age 45 2 years 1 month CIA experience GS-7 DD/P

"That some provision be made within the Area Divisions for placement of personnel returning from the field. The suggestor has known a number of returnees to wander about trying to find an assignment with very little help from Area Division Personnel."

12. female age 23 1 year 6 months CIA experience GS-5 DD/P

"Better rotation so that there will be a job for you when returning from overseas."

13. male age 26 2 years CIA experience GS-5 DD/P

"Should have a better rotation policy for persons who come back from overseas."

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14. male age 27 2 years 7 months CIA experience GS-7 DD/I

"The agency should expedite placement for the returnees from the field. Conversion actions [redacted] to GS status should be in the Finance Office when returnees report to Hdqts."

15. female age 26 3 years 5 months CIA experience GS-5 DD/P

"It [i.e. Personnel Policy - ed.] would appear to be inadequate judging from the number of returnees that are unassigned. How can the problem be solved - for example, [redacted] field employees rotate to Headquarters for a tour with far less than 200 Hqs. slots available. It's true they all won't return at the same time but there will be overlapping. Some will probably wish to extend but there will still be a number without jobs so to speak."

B. Comments re PROMOTION

16. male age 35 1 month CIA experience GS-12 DD/P

"Need a definite schedule of advancement and promotion." [In answer to "Is the Agency's Personnel Program adequate to the long range needs of the Agency?" - ed.]

17. female age 28 2 years CIA experience GS-7 DD/P

"Quicker action on promotions."

18. male age 26 2 years 2 months CIA experience GS-11 DD/I

"The general policy appears to have been one of stop-gap-filling of vacancies. This system is going to bring up serious problems. What are you going to do as this past promotion policy, wild, careless, etc, runs out. When the slots are filled with young 25-35 year old people who have 25 to 30 years of work left before retirement, you cannot expect to maintain high morale with no more inducements open.

We, as an organization, must stop this over emphasized promotion system now and create esprit de corps which would want or make people desire to love their work, feel a devotion to duty instead of worrying about every future raise. This will/should entail the firing of some individuals who obviously were hired only to fill gaps. Those careless, lazy, laggards work against the "spirit" which must be instilled in everyone. Promotions must become a reward instead of an expected thing."

19. male age 31 2 years 7 months CIA experience GS-9 Personnel

"Uniform promotional criteria on an Agency-wide basis."

20. female age 44 9 months CIA experience GS-5 DD/P

"There seems to be no definite program for the person who starts at a low level, (steno, clerk) job to advance into the Intelligence Officer field. I have been told there is no hope of getting ahead because good

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secretaries are hard to get, but case officers are a "dime a dozen". If I were convinced it was because of inaptitude on my part, I could accept it, but not for the reason given above."

C. Comments re PERSONNEL POOL

21. female age 43 5 months CIA experience GS-5 DD/P

"Secretarial Assistants should be fully cleared for security and not subjected to the indignity of serving for long periods in 'Pools'."

22. female age 28 1 year 3 months CIA experience GS-5 DD/P

"I would suggest the "Pool" be eliminated. I see no reason for it all. It seems that the personnel dept. should be looked into when it takes 8 to 9 months to find a position."

D. Comments Re PLACEMENT

23. female age 28 2 years CIA experience GS-7 DD/P

"More stress should be put on personal desires and qualifications of personnel. Too many people are not qualified to do the particular job to which they are assigned and would actually prefer doing something else for which they are better qualified."

24. female age 48 6 years 6 months CIA experience GS-11 DD/P

"It is showing marked improvement, but much needs to be done from a rotation and career placement standpoint." /In answer to "Is the Agency's Personnel Program adequate to the long range needs of the Agency?"- ed.7

25. male age 48 2 years 1 month CIA experience GS-11 DD/A

"Individual utilization needs overall control by Personnel Division."

26. female age 22 8 months CIA experience GS-4 DD/P

"Inadequate evaluation of personnel before assignment. Poor planning in terms of training to improve usefulness of personnel to Agency and career direction to stimulate and channel motivation."

"Better selection of personnel with consideration of suitability - in terms of qualifications and personality - for a particular position - and more adequate and accessible career direction."

27. female age 25 1 year 7 months CIA experience GS-5 DD/P

"Greater consideration should be given to a new employee's interests when first placing him."

28. male age 42 5 years 5 months CIA experience GS-12 DD/P

"Would like to see that employees on board are considered for top jobs before bringing in outsiders."

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29. female age 22 3 years 11 months CIA experience GS-5 DD/P

"A central index where all vacancies and pending vacancies of the entire Agency could be maintained for use of placement officers, returnees, etc."

30. female age 36 7 years 1 month CIA experience GS-7 DD/P

"Allow women more opportunities in the upper echelons of the intelligence process. For women, however, the career category is extremely limited and almost exclusive."

E. Comments Re SUPERVISION & COMMUNICATIONS DOWNWARDS

31. female age 38 2 years 1 month CIA experience GS-7 DD/P

"An employee should be told as much as is possible (without sacrificing security) concerning the job he is being placed in. Morale would be improved if people were not disappointed originally."

32. female age 42 1 year 10 months CIA experience GS-6 DD/P

"Closer supervision of employees, including emphasis on the importance of work and requests submitted by others. Too much time is consumed under the general term of "processing" this and that paper. A great deal of this could be corrected in individual offices."

33. female age 54 8 months CIA experience GS-5 DD/P

"I think more effort should be directed toward making the new employees, particularly the younger ones, conscious of the value of their individual contribution toward the broad range program of the Agency. Many of them are doing what appears to them to be routine, non-vital jobs. The stenos, typists, file clerks, analysts should be made to understand that they are performing what may well be a very vital part in the Agency's ability to effectively analyze and report the facts in order that we as a nation can out-think and out-manuever the Russians. I feel sure they then would go about their work more earnestly and would be able to face, what is for many, a very tiresome job with more real interest. This would tend to maintain higher morale - lessen personnel turnover. My feeling is that probably in the interest of security the individual employee (especially GS-9 and below) has been told too little of the documents he is handling and where his handling or mishandling affects the end results which may be a vital piece of information needed to make a good National Estimate."

34. female age 31 7 years 3 months CIA experience GS-11 DD/P

"The benefits [of the Career Service] accruing to the individual should be made a little bit more clear. Will it be "a good thing" for the employee [as well as for the Agency?]"

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35. female age 26 3 years 5 months CIA experience GS-5 DD/P

"I am in favor of supervisors or chiefs informing personnel as to what sort of job they are doing, good, superior, poor, etc. and making suggestions for improvement; also giving personnel an idea of whether they have any future in the Agency (judging from past work and initiative, good judgment, etc. of the employee)."

36. male age 36 2 years 8 months CIA experience GS-9 DD/A

"The individual should be informed of his proposed career in the career service program."

37. male age 31 2 years 5 months CIA experience GS-9 DD/A

"The Agency could keep their employees better advised as to what they can expect in way of benefits, changes effecting employees, etc. In other words, employees do have benefits that they never enjoy because they have never been made aware of them. A booklet may be the answer."

38. female age 28 2 years 3 months CIA experience GS-7 DD/P

"The difficulty is in knowing what it is and how it operates. If anything, more publicity should be given to the personnel efforts so that the often negative aspects of personal experience may be counter-balanced by a knowledge of over-all planning."

39. female age 31 8 months CIA experience GS-5 DD/P

"My experiences in the Agency have resulted in so many mix-ups and contradictions of what I had been told. I do not know what the personnel policy is."

F. Comments re TRAINING

40. male age 25 6 months CIA experience GS-4 DD/P

"Greater opportunities should be afforded to pursue advanced academic studies. Some attention should be given to creating a reservoir of trained personnel for the Agency's future use, i.e., perhaps by granting scholarships to students who would agree to study certain areas, and who would be interested in working for the Agency upon completion of their studies. I realize such a program would be difficult to administer but the facts remains that academically trained specialists are needed."

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41. sex unknown, age 34 2 months CIA experience GS-9 DD/A

"The career service program can be the basis of achieving long range needs only if the training and the inter-component transfers which that program contemplated are actively promoted within the component; i.e., practice vs. theory."

42. female age 32 6 years 6 months CIA experience GS-11 DD/P

"Training to be more selective both in timing and content."

G. Comments Re CAREER DESIGNATION

43. male age 31 2 years 7 months CIA experience GS-9 Personnel

"Liberalization of procedures for transferring between career service board jurisdictions."

44. male age 34 2 years 9 months CIA experience GS-9 DD/P

"An opportunity for employees to receive training and/or experience which will afford them the opportunity to change from one career to another, i.e., A to PP, etc."

H. Comments Re MID-JUNE PRESENTATION

45. male age 38 2 months CIA experience GS-9 DD/A

"Probably be too large a group to launch the program in its entirety."

46. female age 22 4 years 8 months CIA experience GS-6 DD/P

"If every senior supervisor is truly concerned and takes interest in the program and his subordinates."

47. male age 33 2 years 7 months CIA experience GS-11 DD/P

"It will be a start but continuous and vigorous follow-up campaigns must be instituted to see that it does not fade out of sight at lower levels."

48. male age 42 5 years 5 months CIA experience GS-12 DD/P

"Sounds like a good start but we have no experience to judge what the results will be."

49. male age 48 2 years 1 month CIA experience GS-11 DD/A

"Merely launching - yes. Will need further broader steps in quick succession."

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50. female age 31 7 years 3 months CIA experience GS-11 DD/P

"Yes, but this should be only the beginning followed by further activity to keep the program going."

51. male age 36 2 years 8 months CIA experience GS-9 DD/A

"Should also have an adequate follow up program."

I. Comments Re OVERALL PROGRAM

52. unknown age 34 2 months CIA experience GS-9 DD/A

"The program lacks implementation."

53. male age 38 2 months CIA experience GS-9 DD/A

"Policies seem to be well along on the way to being established but further action appears needed to fully carry out the program."

54. male age 33 2 years 7 months CIA experience GS-11 DD/P

"In some parts of the Agency the lack of legislative background will cause the entire program to be viewed with considerable mistrust in view of the consistent negative attitude toward the rights (or at least what a person could logically consider his rights) of the employee."

55. female age 42 2 years 6 months CIA experience GS-7 DD/P

"I certainly think personnel should be given credit for overseas duty previous to enactment of legislation. Otherwise, the policy will discriminate against the old timers." [this has reference to the proposed legislation re Retirement - ed.]

56. female age 31 3 years 3 months CIA experience GS-9 DD/P

"Also, home leave should be granted to returning personnel - not annual leave as the case is at the present time. The procedure followed by the State Dept. is an exceptionally good one - why not follow same?"

57. male age 31 3 years CIA experience GS-9 DD/P

"A semi-annual review by branch chief of each individual. Problems, promotion, other opportunities, i.e., training, transfers."

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58. male age 30 2 months CIA experience GS-6 DD/A

"However, why a 3 year waiting period? I think that the one year probationary period is sufficient." [this has reference to the 3 year provisional period prior to entrance into the Career Service - ed.]

59. male age 33 2 years 3 months CIA experience GS-12 OTR

"Provision must be made for separating, involuntarily if necessary, those employees who have proven to be incompetent or unsatisfactory. Keeping in mind at all times that necessary safeguards must be devised to prevent arbitrary and unfair action.

"the 'peak' and 'valley' hiring and 'separating' practices of the last few years must be minimized if we are to attract and retain highly qualified personnel."

60. male age 55 2 years 4 months CIA experience GS-13 DD/A

"More attention should be given to the younger (impressionable) personnel."

61. female age 44 9 months CIA experience GS-5 DD/P

"Personnel officers should give personnel a briefing on what is expected of an intelligence officer, what opportunities there are in the Agency, what channels are available for getting a better position (provided the person has the necessary capabilities for advancement.)"

62. male age 40 2 years 6 months CIA experience GS-9 DD/P

"I find it to be impossible to answer this question with a 'Yes' or 'No' reply inasmuch as I have yet to discover what the Agency's Personnel Program is. From my own experience, which is the only criteria I can presently use, I would say that the Agency's Personnel Program was distinguished by a complete lack of planning with a series of nebulous statements acting as a substitute for that planning.

"Again I cannot say 'Yes' or 'No' nor can I see how anyone can say if a conference in the future will serve 'adequately' to launch the program. It should help, certainly.

"I know this is repetitious but again - how can anyone say when we have no idea how the Career Service will work? All we heard this morning is that we would be required, as a precondition, to agree to work anywhere at any time, at whatever job was assigned to us. No word of any benefits that may accrue to us as members of this Career Service. A rather one-sided bargain, don't you think?"

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